The Effect of Inclusive Leadership on Employee Well-Being:

A Case of   XYZ   Bank in Yunnan, Chin a

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Abstract

In the context of economic globalization and the increase of global population mobility, in order to achieve better development, organizations must employ employees of different races, cultures, skills, and other different backgrounds, which directly leads to the increase of employee diversity. At the same time, with the improvement of the quality of life and the overall education level of the staff, the needs of the staff are differentiated. In order for these differentiated individuals to work happily, organizations must meet their differentiated needs. The purpose of the study was to determine the effect of inclusive leadership traits affecting employee well-being of XYZ Bank in China in response to recommended plans on enhancing the inclusiveness of leadership for higher employee well-being. Quantitative data got accumulated from 130 employees working through questionnaires. The result of the data was analyzed by using the mean score and multiple linear regression. The result showed that there was a significant effect between employee development, respect for employees, equal treatment, and value recognition toward employee well-being. Among them, employee development has the greatest significant impact on employee well-being, followed by respect for the employee has a significant impact on employee well-being, the third is the significant impact of equal treatment on employee well-being, and the last is the significant impact of value identity on employee well-being. It could be concluded that including findings, it was of imperativeness for the company to implement plans on improving the inclusiveness of leadership through relevant workshops, and set up new criteria or regulations within the company in exchange for higher employee well-being.

Keywords: inclusive leadership, equal treatment, employee participation, respect for the employee, value recognition,   employee well-being.

Introduction

In many organizations in China, the new generation of employees, knowledge workers, minority compatriots, female labor force, disabled persons, people of different sexual preferences, and other people with different statistical characteristics are also increasing. All these will inevitably lead to the diversification of employees' demands in the organization. (Zhang,2012) On the other hand, people pay more attention to the quality of their spiritual life under the condition of abundant material conditions of modern life. Employees in the organization expect not only salary but also a desire to be

recognized by their superiors and colleagues in the organization, to achieve a sense of accomplishment, to realize their value of life, in order to obtain more well-being (Hu & Zhang, 2014). Therefore, with the diversified development of modern employees' ideological status and psychological demands, meeting the diversified needs of different individuals and enabling individuals to work happily in organizations pose great challenges to organizational management. Whether inclusive leadership can solve the diversified demands of employees for happiness is also a very worthwhile question. It is generally believed that inclusive leadership, as a positive leadership style, will have a positive impact on employee well-being. (Ma,2017)

Statement of the Study

The purpose of the study was to determine the effect of inclusive leadership traits affecting the employee well-being of China Telecom in China in response to recommended plans on enhancing the inclusiveness of leadership for higher employee well-being.

Research Objectives

1. To determine inclusive leadership traits affecting employee well-being.
2. To explore the influence of inclusive leadership on employee well-being.
3. To provide a strategic recommendation based on the findings.

Research Questions

1. What inclusive leadership traits affect employee well-being?
2. What is the influence of inclusive leadership on employee well-being?
3. What are the strategic recommendations based on the findings?

Research Hypotheses

$H1a_O$: Equal treatment has no significant influence on employee well-being.

$H1a_a$: Equal treatment has a significant influence on employee well-being.

$H1b_o$: Employee participation has no significant influence on employee well-being.

$H1b_a$: Employee participation has a significant influence on employee well-being.

$H1c_o$: Respect for Employee has no significant influence on employee well-being.

$H1c_a$: Respect for Employee has a significant influence on employee well-being.

$H1d_o$: Value recognition has no significant influence on employee well-being.

$H1d_a$: Value recognition has a significant influence on employee well-being.

$H1e_O$: Open communication has no significant influence on employee well-being.

$H1e_a$: Open communication has a significant influence on employee well-being.

$H1f_O$: Employee development has no significant influence on employee well-being.

$H1f_a$: Employee development has a significant influence on employee well-being.

Review of Literature

Employee Well-Being

Warr (1987) took the lead in introducing well-being into organizational research as a derivation of well-being in work situations. It is a kind of well-being with domain-specific attributes (Page & Vella, 2009; Warr, 1994). Many scholars choose subjective well-being, psychological well-being, or integrated well-being perspective to define and study employee well-being in the organizational context.

Subjective well-being of employees from the perspective of hedonism. Diener, Oishi, and Lucas (2003) defined employee happiness as a combination of immediate experience and cognitive evaluation in individual work. Bakker and Oerlemans (2011) point out that employees have a higher level of happiness when they are more satisfied with their work and experience positive emotions more frequently in the work process. Employee well-being is regarded as an individual's cognitive evaluation and emotional experience of work-related content, which is the result of the individual's facing the material or spiritual content of the workplace. It relies on individual subjective feelings, is easy to perceive, is susceptible to external influence, has subjectivity, externality, and volatility (Peng & Chen, 2010).

Psychological well-being of employees from the perspective of self-realization. Warr (1987) believes that employees' well-being is the psychological feeling of realizing their self-worth and exploring their potential in their work, which is embodied in their personal feelings, motivations, and attitudes towards life. Horn (2004) also believed that an employee's sense of happiness is a process in which employees complete their work and obtain satisfaction through their efforts. It includes employees' experience of work-related emotions, motivations, attitudes, and goals. Zhang, Luo, and Yan (2012) believe that employee happiness is the degree to which employees perceive and experience self-realization, work significance, and potential in the long-term work process. Chen and Jin (2013) regard employee well-being as the overall evaluation of their work quality, which is the by-product of the realization of their value and potential in the work process. This perspective focuses on the individual's perception of work significance, work challenge, potential development, and value realization. It is a process of experiencing spiritual content in individual work. Due to the matching of intrinsic value and organization, we can experience sustained satisfaction in spirit, with extensibility, intrinsic, and stability (Peng & Chen, 2010).

Inclusive Leadership

Inclusive leadership was introduced into the management field by Nembhard in 2006. They believe that inclusive leadership is a leadership style where leaders are willing to listen to employees' opinions, encourage and appreciate their efforts. Hollander (2009) proposed that inclusive leadership, as an effective way of leadership, mainly lies in the ability of leaders to respect and understand their subordinates and pay attention to their needs, so that organizations and employees can share common goals and achieve win-win results. Carmeli and Reiter (2010) further pointed out that inclusive leadership is a special form of "relational" leadership. It is an open, available and accessible leadership behavior characteristic in the process of interaction between leaders and subordinates and is mainly attracted by leaders' attention to employees' listening and needs to reflect the effectiveness of leadership behavior.

Zhu (2011) believed that inclusive leadership is guided, coordinated, and encouraged by inclusiveness, openness, democracy, and humanism. The process of organizational members 'efforts to achieve organizational goals was mainly embodied in four aspects: openness, democracy, humanism, and justice. Li (2012) proposed three representative inclusive leadership behaviors from the perspective of new generation employee management: balanced empowerment, mobile management, and progressive innovation, in order to balance and integrate the normative management and flexible management of the organization and achieve management and dynamic balance and inclusive development. Yao et al. (2014) put forward a four-degree model of inclusive leadership; that is, the effectiveness of inclusive leadership behavior is mainly reflected in its openness, affinity, tolerance, and support. Although researchers have different understandings of inclusive leadership, in general, it mainly embodies that leaders treat employees equally, recognize their efforts, and encourage their active participation.

Equal Treatment

Equality is an ethical category different from the average, which emphasizes the unity of the equality and difference of the subject. It is mainly manifested as equality of starting point, equality of process, and equality of result. The equality of starting point refers to when people have the same personality, and no one is superior or inferior to others, has the same status and enjoys the same rights, has roughly the same ability and development potential, that is, the equality of individuals. People cannot realize the equality of starting point because people have different talents, abilities, opportunities,

education, and effort are different, that is, individual differences. Therefore, it is an important performance of inclusive leadership management to treat and respect everyone equally when recruiting new employees. (Liu,2005)

Employee Participation

Mcgregon (1987) introduced the concept of participation in the field of management based on further deepening the Y Theory. He believed that employee participation is a process that the organization makes to let employees participate in the management to fully stimulate their potential and expect them to make more contributions to the development of the organization. Mitchell (1983) defined employee participation as employees' access to all parties' information through internal communication channels created by the organization according to their capabilities and then participate in the decision-making within the organization. Lawler (1994) regards employee participation as a set of the systematic human resource management system, which mainly includes four aspects: giving employees certain decision-making freedom in work; opening the information exchange between enterprises and employees; paying attention to the improvement of employees' ability, providing skills training for them; salary and welfare system of performance appraisal model.

Chinese scholars also give their own opinions on the definition of employee participation. Zhao et al. (2008) think that employee participation refers to the deep participation in the work and management activities of the enterprise based on knowledge and skills training, information sharing, and full authorization for employees. Xie (2013) defined employee participation in 11 forms, including reporting problems to superiors, rationalization suggestions, and collective wage negotiation, based on the practice form of employee participation in China. Xu (2016) takes knowledge-based employees as the research object, and points out that employee participation is a mechanism made by the organization to stimulate employees' ability, then maximize their work initiative and responsibility awareness, and encourage them to make contributions to the organization.

Respect for Employee

As Kenneth (2010) put it, "respecting people as an end, not just a means, is the core of corporate social responsibility." Respect for employees is to respect the dignity and value of each employee and respect their rights. Firstly, employees are a member of the society and enjoy all the personal rights of citizens, including the right to life safety, the right to freedom of speech, the right to privacy, the right to private property, the right

to freedom of belief and the right to know; secondly, as workers, they also enjoy the right to work, including the right of equal opportunity, the right of due process, the right of operation safety, the right of privacy, the right to report, the right to know reasonably and the corresponding right to participate.

Value Recognition

Employee value recognition is one of the factors of organizational support theory. Employee value recognition refers to the recognition of employees' contribution to the organization, the recognition that employees have value to the organization, the dismissal of employees is the loss of the organization, trying to retain employees who are ready to leave, and the pride of employees' outstanding performance.

Open Communication

Redding (1972) describes "open communication" as a willingness of the superior to allows the subordinate to express opinions and complaints without retaliation freely. He believes that open communication includes both information sending behavior and information receiving behavior. Based on Redding's research work, Rogers (1987) deepened the study on communication openness. He found that subordinates are generally open to their superiors. Subordinates will take the initiative to ask for information from their superiors, listen to their suggestions, and take action according to the instructions of their superiors. Therefore, Rogers believes that to improve the openness of communication, in the organization, the communication between superiors and subordinates between colleagues should be more open.

Employee Development

In a broad sense, the continuous development of employees refers to the process of obtaining the continuous improvement and promotion of individuals through various ways in their whole life, including formal and systematic learning, as well as informal exercise, guidance, and experience summary. In a narrow sense, the sustainable development of employees refers to the dynamic management process in which employees actively strive for the support of leaders and the resources of enterprises to shape themselves under the guidance of career management thoughts. At the same time, organizations also improve their employees through systematic human resource training and finally realize the common development of organizations and employees.

Conceptual Framework

The conceptual framework shows that independent variables are equal treatment, employee participation, respect for the employee, value recognition, open communication, and employee development, which will affect the employee well-being of XYZ Bank. The main purpose of this study is to explore the impact of inclusive leadership traits on employee well-being. The dependent variable of this study is employee well-being.

Figure 1

The Conceptual Framework
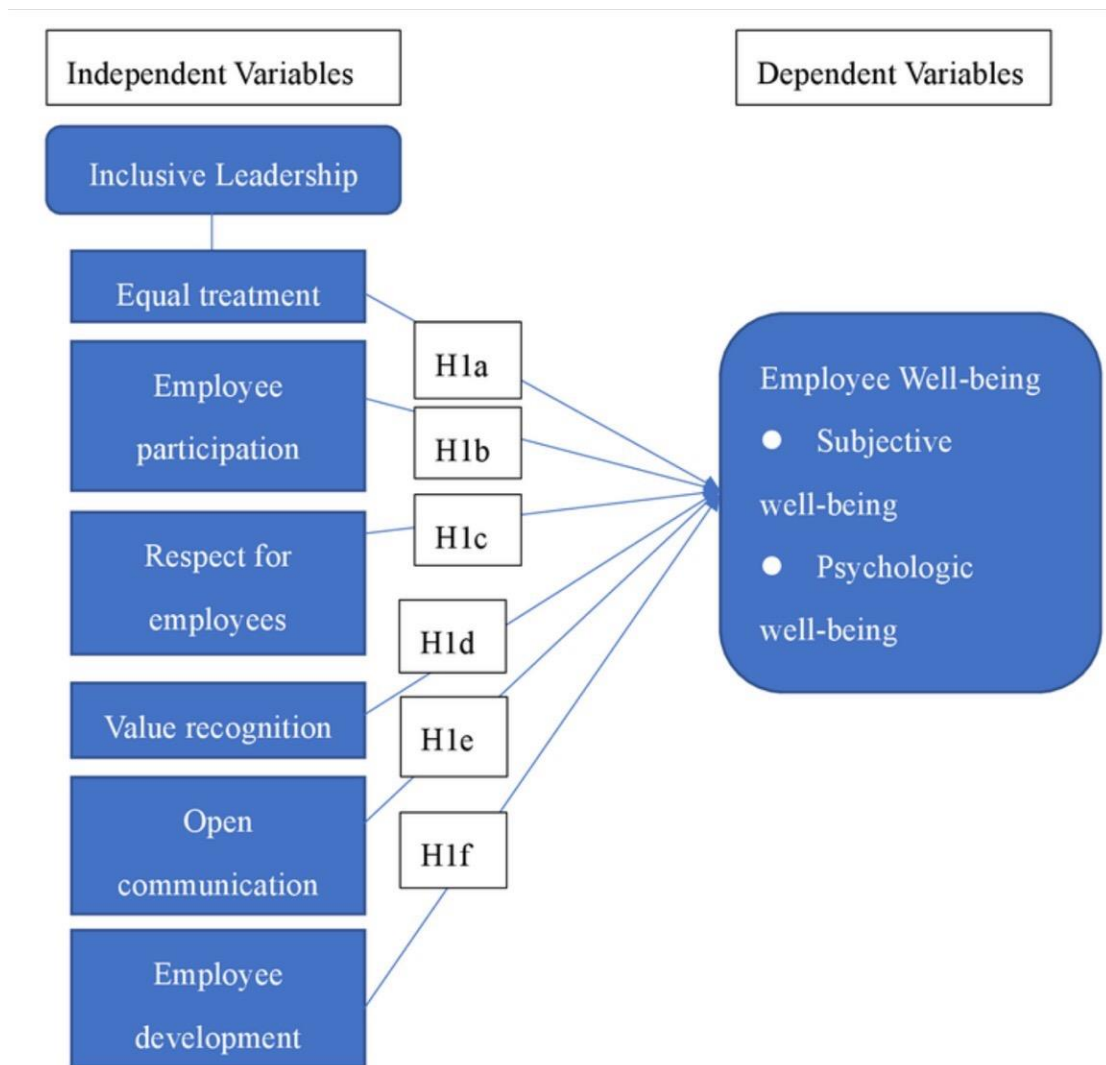
Research Methodology

The questionnaires which featured Five-point Likert scale – (1) strongly disagree (2) disagree (3) neutral (4) agree, and (5) strongly agree – were allocated online to 130 total staff at generation level and managers at management level working in the China Telecom Branch, according to sampling formula by Krejcie and Morgan (1970). Convenience sampling got utilized. Every employee was entitled to take part in the study. Before the actual study on the 130 participants, test on IOC (Index Objective Congruence) and Validity and Reliability or Cronbach's Alpha of the questionnaires for 32 respondents as the part of the pilot study would be conducted.

The research design applied for this study featured only one method. Quantitative data that emanated from questionnaires handed over to the targeted respondents were analyzed through inferential statistics from the statistical program, using Multiple Linear Regression.

The questionnaire was given to chosen three specialists in order to evaluate what questions were aligned with the objectives of the study and definitions of terms. The acceptable item must be rated up to 0.66 (IOC≥0.66). The results of the IOC are shown in Table 1.

Table 1

Results of IOC

Variables	Before IOC	After IOC
Equal Treatment	3	3
Employee Participation	5	5
Respect for Employee	5	5
Value Recognition	4	4
Open Communication	5	3
Employee Development	5	5
Employee Well-Being	16	16
Total	43	41

After the IOC procedures, the validity and reliability tests were carried out for 32 respondents. From Table 2, Cronbach's Coefficient Alpha of every variable was up to 0.66, meaning that every variable was reliable.

Table 2

Results of Validity and Reliability (Cronbach's Coefficient Alpha)

Variables	Number of Items	Cronbach's Coefficient Alpha	Reliability
Equal Treatment	3	0.836	Reliable
Employee Participation	5	0.699	Reliable
Respect for Employee	5	0.836	Reliable
Value Recognition	4	0.800	Reliable
Open Communication	3	0.660	Reliable
Employee Development	5	0.781	Reliable
Employee Well-being	16	0.924	Reliable

Results and Discussion

Regarding quantitative analysis data results with the use of statistical programs from 130 respondents, the Hypothesis H1 was analyzed by the method of multiple linear regression.

Quantitative Results

Descriptive Analysis of the Variables

Based on the descriptive mean and standard deviation analysis of the current situation of inclusive leadership and employee well-being can explain from the highest score of mean and standard deviation. The results are moderate to agree on the current situation as follows:

Table 3

Summary of Descriptive Statistical Analysis (Highest Mean)

Equal Treatment	N	Mean	Std.Dev
(ET1) I think every manager treats every employee in the organization equally (e. g. gender, beliefs, etc.)	130	3.73	.775
Employee Participation	**N**	**Mean**	**Std.Dev**
(EP5) I think every manager encourages employees to identify problems.	130	4.18	.607
Respect for Employee	**N**	**Mean**	**Std.Dev**
(RFE5) I think every manager expects the employee to find new problems.	130	3.63	.717
Value Recognition	**N**	**Mean**	**Std.Dev**
(VR3) I think every manager provides available resources for each employee to improve their capacity.	130	3.78	.682
Open Communication	**N**	**Mean**	**Std.Dev**
(OC2) I think every manager provides timely information to employees to facilitate timely communication.	130	3.77	.550
Employee Development	**N**	**Mean**	**Std.Dev**
(ED4) I think every manager is willing to provide timely feedback to employees in the direction of development.	130	3.93	.661
Employee Well-Being	**N**	**Mean**	**Std.Dev**
(EWB14) I think being a member of the organization makes me know who I am.	130	3.94	.324

Inferential Analysis of the Variables in the Study

Multiple Linear Regression (MLR)

Table 4

R Square Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687[a]	.472	.446	.31386

a. Predictors: (Constant), Mean Employee Development, Mean Equal Treatment, Mean Encouraging Participation, Mean Open Communication, Mean Value Recognition, Mean Respect for Employee

As shown in Table 4, the explanatory level of predictors or independent variables for dependent variables is 44.6% because of the Adjusted R squared of 0.446. That is to say, the above values are moderate or average, which means that all independent variables can explain 47.2% of employees' well-being.

Table 5

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.794	.617		2.907	.004
	Mean ET	-.152	.072	-.255	-2.114	.037
	Mean EP	-.077	.106	-.076	-.731	.466
	Mean RFE	.443	.187	.610	2.364	.020
	Mean VR	-.367	.084	-.544	-4.381	.000
	Mean OC	-.024	.184	-.025	-.130	.897
	Mean ED	.657	.089	.680	7.371	.000

a. Dependent Variable: Mean EWB

Concerning coefficients, Table 5 stipulates that six of the four variables have a significant impact on employee well-being because each of them has a significant level (sig.) of less than 0.05, which indicates that there is a significant relationship between independent variables and dependent variables. In other words, the significant levels of equal treatment, respect for employees, value recognition, and employee development are 0.037, 0.020, 0.000 and 0.000 respectively, which have a significant impact on employee well-being. At the same time, the beta value shows that employee development has the greatest impact on employee well-being because its maximum beta value is 0.680. The acceptable beta values were respect for employees (0.610), equal treatment (-0.255), and value recognition (-0.554).

On the other hand, the other two independent variables: encouraging participation (0.466) and open communication (0.897), have a significant level of up to 0.05, indicating that they have no significant impact on employee well-being.

The results of the Multiple Linear Regression is shown in Table 6 below;

Table 6

Summary of Hypothesis Testing

Hypothesis	Statistical Hypothesis	Statistical Used	Level of Sig.	Results	Beta Value of Variables that are Significant	Rank of influence
$H1a_0$ $H1a_a$	Equal treatment has no significant influence on employee well-being. Equal treatment has a significant influence on employee well-being.	Multiple Linear Regression	.037	Rejected: $H1a_0$	-0.255	3rd
$H1b_0$ $H1b_a$	Encouraging participation has no significant influence on employee well-being. Encouraging participation has a significant influence on employee well-being.	Multiple Linear Regression	.466	Failed to Reject: $H1b_0$		
$H1c_0$ $H1c_a$	Respect for employees has no significant influence on employee well-being. Respect for employees has a significant influence on employee well-being.	Multiple Linear Regression	.020	Rejected: $H1c_0$	0.610	2nd
$H1d_0$ $H1d_a$	Value Recognition has no significant influence on employee well-being. Value Recognition has a significant influence on employee well-being.	Multiple Linear Regression	.000	Rejected: $H1d_0$	-0.544	4th

H1e$_0$	Open communication has no significant influence on employee well-being.	Multiple Linear Regression	.897	Failed to Reject: **H1e$_0$**		
H1e$_a$	Open communication has a significant influence on employee well-being.					
H1f$_0$:	Employee Development has no significant influence on employee well-being.	Multiple Linear Regression	.000	Rejected: **H1f$_0$:**	0.680	1st
H1f$_a$:	Employee Development has a significant influence on employee well-being.					

It can be seen from Table 6 that the significant levels of equal treatment, respect for employees, value recognition and employee development are all less than 0.05, which are 0.037, 0.020, 0.000 and 0.000 in turn, indicating significant impact on employee happiness. At the same time, as for β value, it can be explained that employee development has the greatest impact on employee well-being, because its maximum beta value is 0.680, indicating that it has a positive correlation impact on employee well-being. The second major impact of beta value is respect for employees (0.610), which also has a positive correlation with employee well-being. The third is equal treatment (- 0.255), which shows that it has a negative correlation with employee well-being. The fourth is value recognition (- 0.554), which shows that it has a negative correlation with employee well-being.

Summary, Conclusions, and Recommendations

From the descriptive mean and standard deviation analysis of the current situation of inclusive leadership and employee, well-being can explain from the highest score of mean and standard deviation in Table 3. The results are moderate to agree on the current situation in which from the variables of equal treatment, employee participation, respect for the employee, value recognition, open communication, and employee development are between moderately agree and agree. The results indicate that there is space for further improvement for these six areas.

Conclusion and Discussion

Taking XYZ Bank, this paper analyzes the relationship between inclusive leadership and employee well-being, and further studies the impact of inclusive leadership on employee well-being. Based on empirical analysis, this paper verifies the impact of inclusive leadership on employee well-being. Based on previous studies on the impact of inclusive leadership on employee well-being, the conceptual framework has been improved and adjusted. It consists of six independent variables to predict inclusive Leadership: 1) equal treatment, 2) employee participation and 3) respect for employees, 4) value recognition, 5) open communication, and 6) employee development.

For the first part of the independent variables, especially the hypothesis H1a-H1f (equal treatment, employee participation, respect for the employee, value recognition, open communication, employee development), the results show that only four variables, namely, equal treatment, respect for employees, value recognition and employee development significantly affect the employee well-being of   XYZ Bank.

Employee development is the biggest variable that affects employee well-being in this paper. Employee development is one of the factors of inclusive leadership, which is in line with the theoretical framework by (Cheng,2015), By the way, from this mean correlation analysis, it can be explained that employees of the company think that management leaders attach importance to their personal development, which is a reflection of leadership inclusiveness. When leaders are inclusive, they will pay attention to their differentiated needs and be willing to listen to their opinions. At the same time, they will also pay attention to the development of every employee and provide them with development opportunities. When employees receive the developmental opportunities provided by management leaders, they will be more committed to achieving the company's goals and gain a sense of achievement when the goals are achieved, thus greatly improving the employee's well-being. Therefore, this study believes that inclusive leadership can affect employee well-being by providing opportunities for employee development.

The second variable that affects employee well-being is respect for employees. Respect for employees is also one of the factors of inclusive leadership, which is in line with the theoretical framework (Cheng,2015). Respect for employees can affect their well-being. The need for respect mainly includes a personal sense of achievement and self-worth, as well as other people's recognition and respect for themselves. The satisfaction of self-esteem makes people have a feeling of self-confidence, feeling that they are valuable, powerful, capable, and useful in the world. Being respected refers to the requirement of reputation or prestige, which can be regarded as the respect esteem, appreciation, concern, attention, or high evaluation of others. The need for respect can be met, which can make people full of confidence in themselves, full of enthusiasm for

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society, and realize the use and value of their lives in the world. People's need for respect is mainly reflected in their desire to be recognized by their colleagues, especially to get their leaders' attention, trust, and pursuit of higher positions. The realization of respect needs will make people have more sense of happiness, self-confidence, and responsibility at work. When their superiors and colleagues respect them, they will feel satisfied and confident in their values. When motivating employees, we should pay special attention to the respective needs of employees, and try our best to adopt the way of public reward and praise to employees, to improve their well-being at work. (Xia,2004) Therefore, management leaders of XYZ Bank need further to strengthen their understanding of employees' respect needs and enhance their leadership inclusiveness to ensure that the company's employee well-being can be further improved.

At the same time, equal treatment is the third factor that has the greatest impact on employee well-being. Equal treatment is also one of the factors of inclusive leadership, which conforms to the theoretical framework of this paper, which emphasizes on treating all people equally. In the management of enterprise employees, we should give each employee equal opportunities, equal rules and fair procedures in recruitment, selection, salary, training, employment, promotion, reward and punishment, dismissal, resignation, retirement, etc. Enterprise managers should not judge people according to their gender, age, household registration, religious belief, ethnic or racial characteristics, but according to specific circumstances, such as work skills, work efficiency, knowledge level, work attitude, etc., which truly reflects the internal quality of employees. (Liu,2005) In this study, equal treatment has a significant negative impact on employee welfare, which shows that the employees of the company are satisfied with the well-being of the employees but dissatisfied with the equal treatment of the employees by the managers. The main reason for this is that the managers of the company do not treat the employees equally, and the employees do not feel an equal attitude from the managers. In order to improve this dilemma, it is necessary to strengthen the concept of equality of managers, and further improve the equal practice of managers to employees, which will be conducive to the positive impact of equal treatment on employee well-being one day in the future.

The fourth important factor related to employee well-being is value recognition. Value recognition is also one of the factors of inclusive leadership, which is in line with the theoretical framework of this paper, and the fact that value identity has an impact on employee well-being. Employees want to be recognized by others, and the attitude of others' recognition has a great incentive effect on employees. Value recognition includes two levels: the recognition of employees' work and the recognition of their ability. In the organization, managers can give more opportunities to employees for important work accomplishment and performance; in life, managers should pay more attention to employees' personal life. Give feedback on the employees' questions in time; praise the employees' excellent performance of their work in person and in time. Trust in employees

is also a form of value recognition. Trust in employees is to believe in their abilities to accomplish important tasks, to create a sense of entitlement for incentive objects; this can satisfy not only the value identity of employees but also stimulate their enthusiasm and well-being. The company can also let employees participate in the management of the company, let them realize the rights of the owner, enhance the sense of responsibility and pride of the owner, stimulate the enthusiasm to contribute to the enterprise, and improve the well-being of the company. (Zhang,2013) This paper finds that the value recognition and well-being of employees in XYZ BANK   have a negative impact, which shows that employees are very satisfied with their well-being, but not satisfied with the performance of managers in value recognize. Such finding shows that the company has not done a good job of recognizing the value of its employees and cannot let its employees feel that their value has been fully utilized and respected. Although employees can feel their happiness, they cannot get it from value recognition. In order to improve this situation, managers should learn more about the internal and external values of their employees and respect and make full use of them To strengthen the value identity of employees, which is conducive to the positive impact of future value identity on employee well-being.

Recommendations

Based on the results of important determinants affecting employee well-being, the following suggestions for each determinant will be explained in the form of a proposed plan to improve leadership inclusiveness across the entire XYZ   Bank and correspondingly improve employee well-being as shown on Table 7:

Table 7

Proposed Plan to   Enhance Inclusive Leadership for   Employee Well-Being

Significant Independent Variables	Detailed Plan
Employee Development	1. To maximize the influence of inclusive leadership, employees can directly participate in the development direction, such as employees and leaders jointly set up employee development plans, or employees can set their development plans. After that, let the leaders adjust them, or let employees know the work content and its implementation methods, to improve employees' acceptance of the development direction. Besides, leaders should improve their leadership ability from the aspects of improving their knowledge and skills, strategic vision, etc., to affect the development choice of employees.
	2. Do a good job of employee development analysis, and fully consider the personal needs of employees in the

		stage of employee development demand analysis. Employee development needs analysis includes organization analysis, task analysis, and personnel analysis.
	3.	The formulation and implementation of a development plan should fully consider the personal needs of employees. The content of the employee development plan should include the training of knowledge, skills, and quality.
Respect for Employee	1.	Have affinity, stand at the same height as employees, face difficulties together, and celebrate success.
	2.	When you give a work plan to employees, refrain from using the tone of command, but rather use a sincere tone.
	3.	Encourage and thank employees for their suggestions.
	4.	Listen to the voice of your employees.
Equal Treatment	1.	Build an equal working environment. First, business leaders should strive to cultivate a modest and approachable temperament, strengthen the heart to heart communication with employees, and establish good relations with employees. Enterprise leaders should strive to become close friends with employees. Second, the enterprise leaders should establish equal consciousness, where the enterprise leaders and the general employees are equal in personality.
	2.	The enterprise shall include the personality of each employee, respect the human rights and gender of employees, and shall not discriminate based on gender, personality characteristics, and physical condition.
	3.	Establish a people-oriented concept. First of all, enterprises should establish a sense of democracy and popularize this national awareness of every employee's mind and heart. Enterprises should establish a sense of ownership in their employees. Employees, being the most important part of enterprises, should also regard themselves as the owners of enterprises, which is the decisive factor for the survival and development of enterprises. Employees should master and understand the enterprise information, especially guide the important information of the enterprise. All employees share

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		information, especially between employees, leaders, and bosses.
Value Recognition	1.	Create a supportive environment and provide strong supportive measures for employees. The enterprise should pay attention to the value identification of the employees, their work value and personal value of the employees themselves. The enterprise should pay attention to the talents of the employees, respect their personality, behavior habits and labor achievements of the employees. At the same time, the enterprise managers should give the employees regular encouragement in work and life, and give affirmation to the work performance and contribution of the employees; thirdly, the enterprise should combine the wishes of employees and the needs of the enterprise to provide employees with suitable positions and tasks; in addition, the enterprise needs to formulate corresponding policies and measures to assist employees in their own career planning, and provide employees with a variety of promotion channels.
	2.	Pay attention to individual differences of employees. For employees with individual differences, different measures should be taken to improve their sense of value identification. Men are more concerned about whether companies care about their interests. Therefore, for male employees, competitive incentive measures should be established to enhance their sense of organizational support through performance award, task completion award, other bonus benefits, promotion, etc.; on the other hand, enterprises can provide more competitive bonus and welfare policies for female employees, such as paid marriage leave, paid maternity leave, To provide excellent employees with public expenses for beauty and maintenance, beauty knowledge training, etc. For employees of different positions, enterprises should focus on their career planning and provide diversified promotion channels.

Based on the plan's important variables that improves inclusive leadership of management to improve employee welfare, two variables were selected that have a positive impact on employee well-being: employee development and respect for employees. the proposed plan could be in the form of model as shown on the Figure 2

Figure 2

Model to Enhance Leadership Inclusiveness to Improve Employee Well-Being
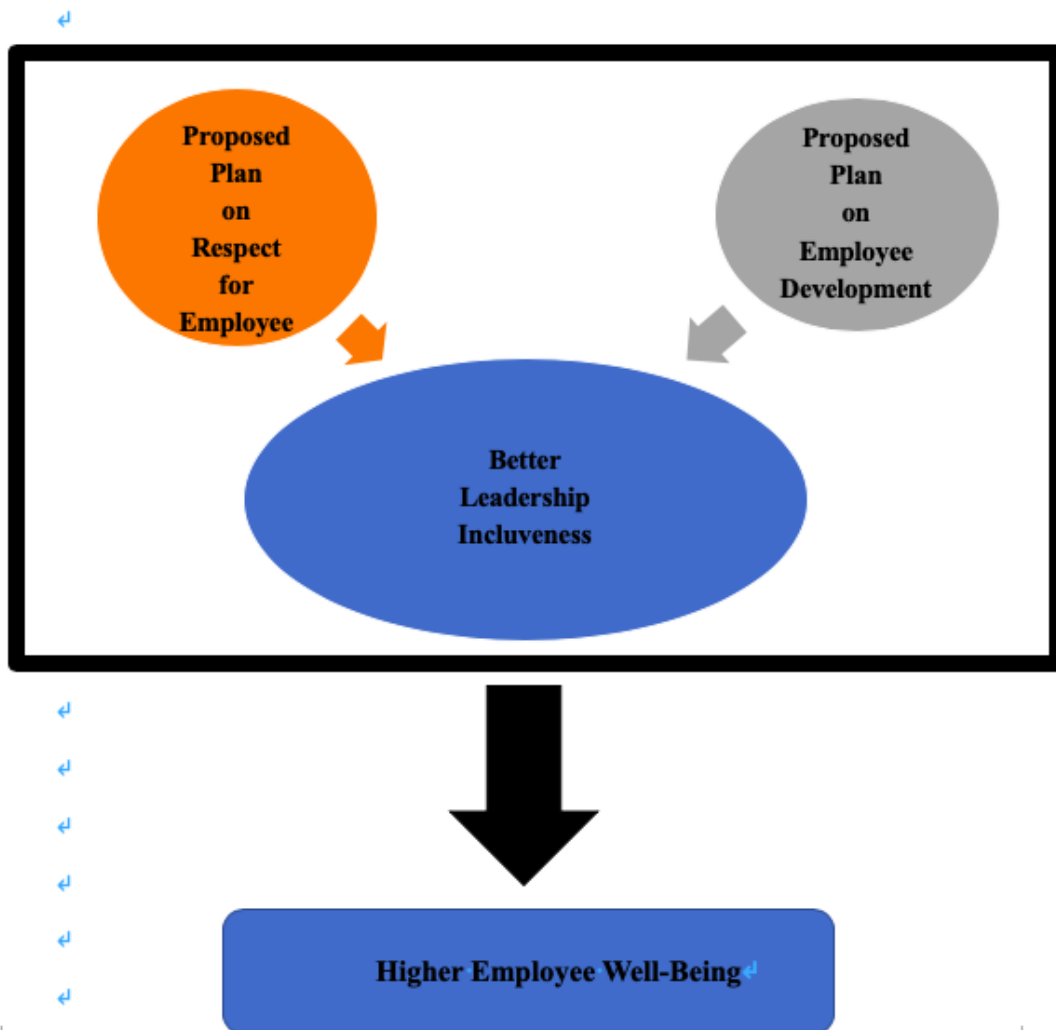
Based on the above recommendations on how to improve employee development and respect for employees, the proposed plan can be concluded as follows: proposed plan on employee development and a proposed plan on respect for employees. When these proposed plans are implemented and improved, a better atmosphere of inclusive leadership will be achieved, and leadership inclusiveness will be improved. With the improvement of inclusive leadership, we can get higher employee well-being.

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